

ATTACHMENT

CSC'S COST REDUCTION INITIATIVES IN PERSONNEL MANAGEMENT

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Following is a summary of planned CSC initiatives to promote cost reduction in personnel management. More detailed information for consultation and implementation will be provided through the usual media.

Position Management and Classification

1. Increased emphasis on position management in CSC evaluation program, to assess critically the effectiveness of agency position management systems and activities, and to assure that position management concerns are adequately addressed in internal agency evaluation systems.
2. Establishment of a periodic review and report by agencies of their management and utilization of supergrade position resources, with analysis and appropriate action by the CSC to abolish or reprogram lower priority positions as they become vacant.
3. Additional emphasis on accuracy of position classification, both in CSC evaluation program and in agencies' internal evaluation systems; principal focus will be on classification accuracy of higher grade positions, and the extent to which the amount of high grade work justifies the number of such positions.
4. Expanded consultations with agencies on major classification actions, including: (1) proposed reorganizations with significant position management and classification implications, and (b) proposed upgradings of significant numbers of positions.

Manpower Planning and Staffing

5. Encourage consideration of high quality eligibles on entry level examination registers, such as the JFA and the PACE exams, to facilitate agency hiring at the GS-4 and GS-5 levels wherever feasible.
- ✓ 6. Additional initiatives to promote greater use of part-time employment to meet both regular and peak workload demands.
7. Development of improvements in CSC competitive examining processes, to do a better job of matching available candidates with vacant positions, to promote more effective employee performance, and to reduce turnover resulting from dissatisfactions and deficiencies due to mismatches.

8. Increased emphasis in CSC evaluation program and in agencies' internal personnel management evaluation systems on staffing management and analysis; principal focus will be on promoting more effective agency staffing planning, job restructuring, utilization and turnover analyses, and other efforts to assure optimum staffing practices to reduce personnel costs.

#### Employee Development

9. Expanded and intensified CSC training leadership and information services, coupled with related efforts to improve the management of training programs governmentwide in terms of planning, budgeting, use of cost benefit analysis, and evaluation.
10. Improved results from training and development efforts through greater emphasis on trainers' responsibility for improved employee performance; broader use, wherever applicable, of specific performance improvement objectives and related evaluation criteria by vendors of instruction.
11. Increased emphasis, both in agencies' internal evaluation systems and through CSC's evaluation program, on: (a) the efficiency and effectiveness of training obtained through non-Government facilities, and (b) the effectiveness of both agency and interagency training programs in improving performance, increasing efficiency, and enhancing organizational effectiveness.
12. Accelerated schedule for handoff to agencies of CSC-developed training packages, as well as accelerated efforts to develop alternative means to instructor-delivered formal training, including off-the-shelf individualized learning packages such as correspondence courses, video-assisted training, and programmed learning texts.

#### Incentive Systems

13. Intensify promotion of Government-wide suggestions program to involve managers, supervisors and their employees more effectively in: (a) identifying opportunities for operational improvements that will result in cost reduction, (b) accelerating the consideration and adoption of worthwhile suggestions, and (c) enhancing the recognition of successful suggestors.
14. Improved linkage between Government Incentives Program and agencies' improvement efforts to achieve increased efficiency and cost reduction; better integration of Government-wide emphasis on "Management by Objectives" and needs for cost reduction in personnel management.
15. Revised guidance to agencies which clarifies use of special achievement awards for sustained superior performance and quality increases, to achieve more cost effective personnel management through proper use of these two forms of recognition.